DOCUMENT RESUME

ED 129 248 IR 004 024

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TITLE [Report of Staffing Recommendations for Virginia Institutions of Higher Education.]
INSTITUTION Virginia State Council of Higher Education, Richmond.
PUB DATE 15 Jun 76
NOTE 31p.; For a related document see ED 027 040

EDRS PRICE MF-$0.83 HC-$2.06 Plus Postage.
DESCRIPTORS *College Libraries; Higher Education; Junior College Libraries; *Librarians; Library Research; *Library Surveys; *Personnel Needs; *Staff Utilization; University Libraries
IDENTIFIERS Academic Library Staffing; *Virginia

ABSTRACT

The current formula for staffing libraries and resource centers in Virginia public institutions of higher learning was examined by a subcommittee of library directors. Questionnaires were mailed to relevant institutions to collect information regarding: (1) input variables; (2) staffing needs as perceived by the directors of the institutions; and (3) current staffing data. Pearson product moment correlations were used to aggregate the data. A modified version of a staff formula previously used by the State University of New York was recommended to the State Council of Higher Education for Virginia. (EMH)

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REPORT OF STAFFING RECOMMENDATIONS FOR VIRGINIA INSTITUTIONS OF HIGHER EDUCATION

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Ad Hoc Subcommittee on Staffing

REPORT

to the

Library Advisory Committee

of the

State Council of Higher Education for Virginia

June 15, 1976

IR004024

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PREFACE

Points of view or opinions stated in this document do not represent official position or policy of the State Council of Higher Education for Virginia, nor is this document issued by the Council.

The following report leans heavily upon the previous work done by library staffing committees in New York (Fairholm, 1968), (Kaser, 1973), California (Library Development: 1977/78 -------- 1981/82) (Staffing Committee - Final Report, 1975), Washington (Allen, 1972) and Virginia (McCabe, et al, 1975).

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June 26, 1976

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Virginia Public Institutions of Higher Education

Survey Letter and Package to all Institutions

Library Manpower Study - New York (ERIC ED 027 040)(Included only in the original report to the Library Advisory Committee, but available through the ERIC system if required by interested researchers)

REPORT SUMMARY

Huber, C. Edward

Ad Hoc Subcommittee on Staffing: Report to the Library Advisory Committee of the State Council of Higher Education for Virginia.

Radford College, Virginia
Publication Date——15 June 76
Note——30 p.
Descriptors——Library Surveys, Librarians, Staff Utilization, Personnel Needs, Library Research.
Identifiers——Academic Library Staffing.

The current formula for Staffing Libraries and Learning Resource Centers in Virginia public institutions of higher education was examined by a subcommittee of Library Directors. A questionnaire was sent to every applicable state institution to (1) gather input variables, (2) develop the "ideal" staffing profile at each college, as perceived by the individual Directors, and (3) to determine actual staffing data. Pearson product moment correlations were calculated between selected formulas from other states and national guidelines, and the "ideal" profile. Then "least squares" was computed. A modified version of the Library Staffing formula used until recently in the State University of New York system was recommended to the State Council of Higher Education for Virginia.

(CEH)

I INTRODUCTION

The Subcommittee on Staffing was constituted by the Library Advisory Committee on January 16, 1976, and charged with the task of developing a more suitable formula for staffing the libraries of Virginia public institutions of higher education, and submitting findings and recommendations to the Library Advisory Committee of the State Council of Higher Education for Virginia by July 1, 1976.

II THE PROBLEM

The staffing formula mandated by the State Council of Higher Education for Virginia, which is a modification of the formula used by the City University of New York, has produced serious problems for some academic libraries in Virginia in that it yields unrealistically low numbers of library personnel for the larger institutions, and for multi-campus community colleges.

III BACKGROUND

Up until the past few years, academic Library Directors in and outside of Virginia customarily submitted incremental staffing requests annually or biennially to their respective institutional administrations based on a combination of factors such as: (a) historical growth variables (b) estimates of potential client demand; (c) projected acquisitions; (d) professional academic library association guidelines of 5 to 6 percent of college educational and general operating expenses to be spent for library purposes, approximately 65% of which should normally be for staffing; (e) collection size; (f) experience and intuition. Traditionally the size and profile of the college and university library staff was a reflection more of its past accommodation to realities than to possible

future needs. The vector sum of expansive upward forces from Library Directors and fiscal constraints from the state and academic administrators produced equilibrium in personnel staffing profiles. The burgeoning growth of colleges and universities during the 1960's in response to swelling student clientele, kept the size of most library staffs lagging behind service demand, so the problem of possible personnel overstaffing was essentially moot.

By the early 1970's social and economic changes were having their effect on academe. Librarians were no longer in short supply, and the surpluses from the proliferating library schools enabled library administrators to be more selective. The recessive national economy had a braking effect on tax revenues. There have been increasingly sharp calls for fiscal accountability in public institutions analagous to industrial and mercantile models. Reactive political conservatism is adding pressures to examine and question growing educational bureaucracies. The concern of legislatures "has typically been expressed in terms of requests for more detailed 'justification' of academic budgets, and to more precise, quantifiable, objective data and methodology." (Fairholm, 1970, p. 81).

Academic institutions have personalities as individualized as thumb prints. The needs, objectives, and service patterns of two colleges with identical numbers of students and faculty can be vastly different. Such factors as the nearness of other large library resources, the interests and competencies of the library staff, the size and maturity of the resource collection, the vision and drive of senior library and college administrators, the instructional methodologies of the faculty, and the character of the curriculum, all contribute to shaping the profile of an academic library. Many of the variables that serve as inputs into the process of evaluating or budgeting for academic library service are intangible, and often frustratingly unmeasurable. As a result, alluringly quantifiable data such as book collection size, acquisitions, number of students and faculty served,

circulation statistics, plant size, and relative expenditures are seized upon as surrogate measures of quality or excellence. When the focus comes down to the question of "How large a staff is necessary to operate a given academic library?" the response could properly be, "as large as needed," without being flippant. Regardless of the apparent circularity of reasoning, the answer is valid.

Until 1974, the formula by which Virginia academic libraries were theoretically staffed was: One librarian for every 300 undergraduate students, plus one librarian for every 100 graduate students, plus 2 classified staff for each librarian (see formulas in appendix). This produced an unrealistically high number of staff members for most libraries at all levels, so the formula for most practical purposes was ignored.

The State Council of Higher Education mandated a new formula based on that used by the City University of New York System (CUNY) for Virginia academic library budget requests for the 1976-1978 Biennium. Budget recommendations and requests were constructed by Library Directors in early 1975, according to the instructions laid out in "Appendix M" of the Virginia Budget Manual.

It became immediately apparent that the CUNY/Virginia formula produced unrealistically low numbers of staff for certain institutions, particularly for multi-campus community colleges, and for the larger universities. In the summer of 1975, the Library Advisory Committee of the State Council of Higher Education, consisting of Library Directors from selected community colleges and all public colleges and universities, and representatives from selected privately supported institutions, appointed a subcommittee chaired by Mr. Gerard McCabe, Director of Libraries at Virginia Commonwealth University, to examine the impact of the new formula on library staffing patterns. The findings of the subcommittee were reported in September, 1975, and indicated a need for a better formula, more

congruent with the needs of Virginia academic libraries.

In January of 1976, a second subcommittee was constituted, chaired by Mr. C. Edward Huber of Radford College, charged with finding or developing a suitable staffing formula for Virginia academic libraries, to be recommended to the State Council of Higher Education.

IV SUMMARY AND SEQUENCE OF COMMITTEE ENDEAVORS

1. The findings and recommendations of the predecessor Staffing Subcommittee report (McCabe, et al, 1975), which previously examined the inadequacies of the new Virginia staffing formula based on the City University of New York prescription, were studied and analyzed.

2. A literature search was conducted by Radford College reference staff, through Library Literature, CIJE, and Education Index, to gather information on academic library staffing, personnel, budgeting, staffing formulas, and other similiar descriptors. A computer search through ERIC was supplied by the staff of Virginia Polytechnic and State University. All available material specifically pertinent to academic library staffing formulas was gathered.

3. Selected staffing formulas from other states and national professional associations were examined: City University of New York (CUNY), State University of New York (SUNY), California, Colorado, Washington, and the new Association of College and Research Libraries (ACRL) Standards for College Libraries.

4. A survey instrument was constructed and sent to all Virginia academic libraries, with courtesy copies sent to all private colleges and universities, to ascertain present, requested, and "ideal" profiles for personnel staffing. The questionnaire was designed to gather all the input variables required by various formulas and additional generalized personnel information.

5. The California State Academic Library Staffing Study Committee was contacted and a large package of valuable study elements was received from them. A modified SUNY formula has been recommended to the California legislature by this committee (See appendix).

6. Staffing totals which would theoretically have been yielded using each formula were calculated for each institution, using input variables from the returned questionnaire. Inconsistencies in data prompted a request to the State Council of Higher Education, for HEGIS report figures on FTE faculty and students, holdings, and acquisitions.

7. Statistical Analysis. Pearson product moment correlation coefficients were calculated by Radford College library staff between the listed "ideal" profile as expressed by the various Library Directors, and the listed profile that each formula would have yielded for all institutions. Then "least squares" $[\Sigma(X-Y)^2]$ was calculated using the same data. The closest "fit" on least squares, and the highest correlation in 11 out of 12 cases was the SUNY formula. In other words, statistical analysis, reinforced by observation, points to the SUNY formulas, for both community colleges and for colleges and universities, as yielding a staffing profile closest to fitting the "ideal" pattern manifested by Virginia academic Library Directors on the returned survey questionnaire.

8. A synthesized informational package, including a data matrix extracted from the survey questionnaire was sent to all members of the subcommittee.

9. The subcommittee met three times on June 2, June 9, and June 16, 1976 by telephone conference call using the State of Virginia telephone network (SCATS). All meetings were taped for the record.

10. A draft report of subcommittee recommendations was mailed to each subcommittee member for their individual amendment or clarification.

11. The final report was submitted to the State Council of Higher Education on June 29, 1976, with copies to each subcommittee member.

12. A digested report and data matrix will be sent to all academic library Directors in the state, public and private, and to the appropriate ERIC Clearinghouse by October 1, 1976.

V. RECOMMENDATIONS

1. Analysis shows that of all those examined, the formula developed by the State University of New York System (SUNY) appears to be the most adaptable for use in Virginia, because of its productivity and task analysis inputs, its congruence with Virginia needs, and its adoption by other states such as California. Therefore the subcommittee recommends that the basic SUNY formula, modified to suit the particular needs of Virginia, as suggested below, replace the presently used Virginia academic library staffing formula.

2. Regardless of the number of staff yielded by formula, there should be a minimum of 4 library staff members at each community college facility, no matter how small, and a minimum of 9 library staff members at each separate college and university facility.

3. The collection size variable for new facilities should be computed on the basis of the average size of mature collections for similar institutions or facilities, not on the smaller "opening day" starting collection, which tends to artificially pull the staff size down.

4. Weekly service hours of all Virginia academic libraries show modes of approximately 60 hours for community colleges, 80 hours for 4/5 year colleges, and 100 hours for universities. Libraries that are required to offer service above and beyond these modes should be funded for reasonable additional staff to support the increment.

5. Staff requests from multi-facility institutions should be aggregated.

6. A committee should be established to study and develop task and production standards, in terms of Standard Weighted Minutes, applicable to Virginia academic libraries, including community colleges, 4/5 year colleges, and universities. Representation from all three levels is strongly recommended. Updated task and operational analysis, including acquisitions networking, management by objectives, and program budgeting factors, is suggested. Yielded data should be updated periodically in recognition that changing technology can rapidly modify staffing needs, both numerically and qualitatively.

7. The SUNY formula divisor of 96,000 represents the average number of annual man-minutes per person applicable to New York academic libraries. This number should be 110,640 for Virginia, derived as follows:

365 annual calendar days
minus 104 weekend days
minus 11 holidays
minus 12 vacation days (the mode)
minus 7.5 average sick days

= 230.5 days
x480 minutes per day

110,640 annual man-minutes

It is recommended that this analysis be restudied, and a new base be devised if deemed necessary. A different figure may be justified at individual institutions and the formula applied appropriately in approved cases.

8. The formula should yield LIBRARY STAFF ONLY, and not include audiovisual, learning technologies, and developmental program staff. For those people whose service includes support of several learning resource organizational functions such as clerk-typists, only that time estimated to be library support should be included for the purpose of formula computation.

9. There should be a minimum Administrative staff (the third factor in the SUNY formula) of one (1) for community colleges, two (2) for 4/5 year colleges, and three (3) for universities at each separate facility of multi-library institutions, regardless of their size or of the formula yield. This figure would be within, not in addition to the minimum staffing numbers suggested in number 2 above.

10. The formula yields total staff, and is blind to category. The ratio of professional to non-professional staff should be determined by each institution, and not by state Procrustean mandate. With the movement toward increased computerization, acquisitions networking, centralized or commercial processing, and shared data bases, the need for large numbers of clerks and typists to support traditional technical processes may diminish, and higher ratios of professional to classified staff may be more appropriate for some institutions in the future.

11. Student assistant or work study hours should be excluded from formula considerations.

12. The formula should be a base line or minimum prescription for routine library service. Staff to support special programs such as consortia membership, service to non-revenue producing clientele, or service provided by one library to others, should be justified and requested separately, outside the formula.

13. The data supplied to the committee was in the form of full-time permanent faculty headcount instead of full-time equivalent (FTE), which excludes many part-time faculty members served by libraries. Later recomputation based on FTE faculty figures is recommended.

14. Definitions of all formula input variables should be reexamined for ambiguity, and tightened where necessary.

Staffing Formula Input Variables

Community Colleges

Community Colleges	Fall 74/75 Students		74/75 F.T.E. Faculty			Collection Size	Volumes Added	Circulation
	Head-count	F.T.E.	9-10 mos.	11-12 mos.	Total	6/30/75	1974/75	1974/75
Blue Ridge	1967	1206	40	2	42	28591	1154	13518
Central Va.	3444	2005	66	2	68	30739	2909	18276
Dabney Lancaster	1067	668	30	-	30	29886	1510	- -
Danville	2317	1654	66	1	67	30870	4033	26889
Eastern Shore	579	316	13	-	13	16805	650	3805
Germanna	1000	615	31	-	31	15272	1980	19696
J.S. Reynolds	7470	4441	115	-	115	13408	4039	12722
John Tyler	3052	1777	78	-	78	24149	2482	16185
Lord Fairfax	1396	792	28	-	28	21385	3292	21320
Mountain Empire	1293	639	23	-	23	12961	2779	5033
New River	2252	1572	46	2	48	16916	1468	17974
Northern Va.	27198	14733	434	-	438	121221	25939	99329
Patrick Henry	1069	682	26	1	27	23506	1128	5650
Paul D. Camp	1243	695	30	-	30	13015	4518	7628
Piedmont	2016	1125	32	-	32	9447	4271	17548
Rappahannock	1343	742	32	-	32	20448	4854	18715
Southside Va.	1702	911	40	1	41	20850	3209	7934
Southwest Va.	2177	1266	31	15	46	22554	3117	12413
Thomas Nelson	4959	3216	115	3	118	33258	5876	26934
Tidewater	10977	6168	276	1	217	89731	12566	26478
Va. Highlands	1333	1008	45	-	45	18869	2161	8639
Va. Western	5446	3413	113	2	115	41690	4838	20742
Wytheville	1500	746	51	-	51	26824	1834	13346

Student Enrollment data is for Fall Term, 1975; all other data is 1974/75.

Data compiled from HEGIS forms.

Staffing Formula Input Variables

4 Year Colleges and Universities

Senior Colleges & Richard Bland	Fall 74/75 Students		74/75 F.T.E. Faculty			Collection Size	Volumes Added	Circulation
	Head-count	F.T.E.	9-10	11-12 Mos.	Total	6/30/75	1974/75	1974/75
Clinch Valley	1096	760	49	1	50	74859	4758	20798
Cris. Newport	2988	1961	91	1	92	47904	6058	42552
Geo. Mason Univ.	8022	5778	276	-	276	118487	17316	80820
Longwood	2322	2156	141	7	148	148197	5630	59123
Madison	7844	7040	335	-	335	217399	13213	112422
Mary Washington	2126	2001	126	-	126	235642	7602	77055
Norfolk State	6783	5766	304	73	377	188999	16362	78936
Old Dominion Univ.	13231	10079	500	14	514	289976	26476	150442
Radford	4961	4568	238	-	238	135428	5449	78000
Univ. of Va.	15179	14226	735	19	754	1925965	101532	670119
Alderman						1609636	89632	574975
Health-Sciences						111203	4311	53758
Law						205126	7438	41386
V. C. U.	17982	- -	515	309	824	384339	34019	194532
Academic						251621	26581	131348
Health & Sciences						132718	7438	63184
V. M. I.	1244	1209	94	-	94	- -	- -	- -
V.P.I. & S.U	20510	18257	743	173	916	877533	69325	351180
Va. State	4559	3890	218	8	226	168553	7217	93404
W & M	6200	5751	309	16	325	706318	28064	- -
Swem						621201	22826	133700
Law						85177	5238	- -
Richard Bland	1177	747	30	3	33	41413	2936	12541

Student Enrollment data is for Fall Term, 1975; all other data is 1974/75.

Data compiled from HEGIS forms.

Ad Hoc Committee on Staffing

Statistical Abstract of Virginia Academic Library Staffing Profiles, and Staffing Formula Yields

Table 1 - Colleges and Universities

Institutions	Current, Requested and Ideal Staffing Totals: Actual 75/76	Requested 76/77	Ideal Staffing	Staffing Yields According to Various Formulas: Va. 300 74/76	Va. CUNY 76/78	ACRL	COL.	WASH.	SUNY	Weekly Service Hours
Clinch V.	10	11	16	8	12	9	6	13	12	68
Chris. New.	13	16	18	12	17	21	11	37	19	80
George Mason	38	40	43	118	52	54	86	102	54	90
Longwood	17½	18½	23	22	19	27	18	30	20	78.25
Madison	31½	40½	52	71	34	21	55	44	52	94.5
Mary Wash.	15	16	18	20	17	27	16	32	34	92
Radford	20½	23	28	51	26	39	39	53	30	87
Va. Comm.	115	124	144	203	109	105	165	192	123	96.5
UVA	202½	209½	234	260	125	183	200	380	246	99
VPI & SU	133	135	150	225	115	180	185	301	193	101
W & M	58	67	75	70	39	72	55	110	80	100
Va. State	24	26	32	47	28	39	34	47	30	78

Institutions	Professional: Librarians 76	77	ID	AV Staff 76	77	ID	Others 76	77	ID	Paraprofessional: Lib. Asst. B 76	77	ID	Lib. Asst. A 76	77	ID	AV Tech/Asst 76	77	ID	Others 76	77	ID	Clerical: Typists 76	77	ID	Others 76	77	ID	Totals 76	77	ID
Clinch V.	3	3	4		1	1				1	1	1	2	2	3	1	1	1				2	2	5	1	1	1	10	11	16
Chris. New.	5	7	7			1							3	3	5			1				4	4	3	1	2	1	13	16	18
George Mason	14	15	15										6	6	8							18	19	20				38	40	43
Longwood	6	7	9								2		2	2	5							2	2	5	7½	7½	4	17½	18½	23
Madison	11½	13½	16½	1	1	2					2	3	3	3	3	1	2	3				15	19	25				31½	40½	52
Mary Wash.	8	8	8										1	2	4							4	4	4	2	2	2	15	16	18
Radford	10	10	10			1						1	3	4	5	1½	2	2				6	7	8				20½	23	28
Va. Comm.	30	32	38	1		2				1	2	6	26	27	30	4	6	6				30	32	37	23	25	25	115	124	144
UVA	45	46	52				13	14	15½	3	4	4	47½	49½	59							91	93	100½	3	3	3	202	209	234
VPI & SU	46	46	50										24	24	27				2	2	4	35	35	35	28	28	35	133	135	150
W & M	15	16½	19				2	2	2		3	4	9	11	13	3	3	3	1	1	1	28	30½	33				58	67	75
Va. State	12	12	13						1	1	2	2	3	3	5			1			1	8	6	9	2	3	3	24	26	32

Va. 300 = Virginia Staffing Formula used in 1974/76 Biennium
Va. CUNY = Virginia Adaptation of City University of New York Staffing Formula Imposed for 1976/78 Biennium Requests
ACRL = Association of College and Research Libraries Formula
COL. = Colorada Formula
WASH. = Washington Formula
SUNY = Suggested Virginia Adaptation of the State University of New York Formula

Average Weekly Hours for 4/5 Year Institutions = 83.46; For 6/7 Year Institutions = 99.125

Late or No Report: Old Dominion, Virginia State, Virginia Military Institute

Ad Hoc Committee on Staffing

Statistical Abstract of Virginia Academic Library Staffing Profiles, and Staffing Formula Yields

Table 2 - Community Colleges

Current, Requested and Ideal Staffing Totals

Staffing Yields According to Various Formulas

Institutions	Actual 75/76 Δ	Requested 76/77 Δ	Ideal Staffing *	Va. 300 74/76	Va. CUNY 76/78	ACRL	COL.	WASH.	SUNY	Weekly Service Hours
CVCC	4½	4½	5½	21	9	21	12	12	6	68
DLCC	6	6	4	5	5	12	4	9	5	65
DCC	9	10	8	16	8	18	9	20	10	67
GCC	4	5	4	6	5	12	3	3	5	50
JSRCC	20	26	25	43	15	33	24	21	17	P-68.5 D-64.5
JTCC	6½	6½	6	19	8	18	10	14	9	66
LFCC	9	11	8	8	5	12	5	10	7	64
MECC	6	6	4	7	5	12	4	4	6	64.5
NRCC	8	13	10	16	8	21	9	9	7	72
NVCC	55	63	65	157	52	94	94	107	76	78
PHCC	6½		5	7	5	12	4	4	5	60.5
PVCC	9	10	7	11	6	15	6	6	9	65
SVCC (Chris)	3½	4	[8]	5	5	9	3	4	[7]	60
SVCC (J. Dan)	4½	5		5	5	9	3	3		60
TCC (Fred)	15	17	[25]	22	9	21	12	14	[35]	61
TCC (V. Beach)	19	26		38	14	33	21	19		63
VWCC	22	22½	11	34	12	27	18	28	16	67.25
RCC (Warsaw)	3	3	[8]	7	2	9	4	5	[9]	60
RCC (South)	7	7		7	5	12	4	5		60
WCC	11	12	7	9	6	12	5	6	6	60
TNCC	21	24	19	31	12	27	15	18	17	68

Average: 64.19

Δ Includes AV

* Library Staff only

Institutions	Professional: Librarians 76	77	ID	AV Staff 76	77	ID	Others 76	77	ID	Paraprofessional: Lib. Asst. B 76	77	ID	Lib. Asst. A 76	77	ID	AV Tech/Asst 76	77	ID	Others 76	77	ID	Clerical: Typists 76	77	ID	Others 76	77	ID	Totals 76	77	ID
CVCC	2½									1												1						4½	4½	
DLCC	2	2	3			1							1	1	1	1	1	1				2	2	3				6	6	9
DCC	4	4	4	2	2	2								1	2			1				3	3	3				9	10	12
GCC	1	1	1	1	1	2							1	1	1			1				1	1	2				4	5	7
JSRCC	5	8	10	4	3	4				3	4		3	2	5	1	3	5				7	7	9				20	26	37
JTCC	3	3	3			1							1	1	1			1				2½	2½	3				6½	6½	9
LFCC	2	2	3	1	1	1							1	2	3	3	3	3				2	3	4				9	11	14
MECC	2	2	2			1	1	1	1						1	1	1	1				2	2	2				6	6	8
NRCC	2	3	3	1	2	3				1	2		2	2	3	1	2	3				2	3	4				8	13	18
NVCC																														
PHCC	1		2	1		1							1		1	1		1			1½	2		4	½		½	6½		11
PVCC	2	2	3	1		1							2	2	2	1	2	2	1	1	1	1	2	3	1	1	1	9	10	14
SVCC (Chris)	1	1	1	½	½	1								1	2	1	1	1				1	1½	1½				3½	4	5½
SVCC (J.Dan)	1	1	2	½	½	1							1	1	1	1	1	2				1	1	1				4½	5½	8
TCC (Fred)	3	5	5	1	1	1	1	1	2	2	2	2				2	2	3	1	1	2	3	3	5	2	2		15	17	20
TCC (V. Beach)	3	3	6	2	3	4	1	1	2	1	2	4	4	6	3	5	6	1	1	2		5	7	7				19	26	34
VWCC	3	3	4	4½	4½	4½	1	1	1				2	2	3	5½	6	6	1	1	1	4	5	6	1			22	22½	25½
RCC (Warsaw)	1	1	2	1	1	1												2				1	1	1				3	3	6
RCC (South)	1	1	1	2	2	2					1	2	2	2								2	2	3				7	7	9
WCC	2	2	2	1	1	1	2	3	6							2	2	4			1	4	4	5				11	12	15
TNCC	4	4	5	2	2	3				1	2	3	3	4	5	4	5	5				8	9	11				21	24	29

Late or no Report: BRCC, ESCC, PDCCC, & VHCC

Staffing Formula Project

June 15, 1976

Following are the results of a statistical analysis of the relationship between the "ideal" staffing profiles, and each of the five state staffing formulas. First a Pearson correlation coefficient was computed between each formula profile and the "ideal," then the "least squares" formula was used:

$$\left[\Sigma(X-Y)^2\right]$$

4 Year & Six Year Institutions

Formulas:	Original Virginia	Virginia (CUNY)	ACRL	Colorado	Washington	SUNY
Correlations (r):	.9535	.9568	.9475	.9516	.9306	.9830
Least Squares:	16,303	15,762	5,197	5,370	52,652	2,647

2 Year Institutions

Formulas:	Original Virginia	Virginia (CUNY)	ACRL	Colorado	Washington	SUNY
Correlations (r):	.8779	.9420	.8810	.7120	.8340	.9324
Least Squares:	618	1,611	482	994	1,026	249

Suggested Staffing Formula For Virginia
Academic Libraries - Based on SUNY Formula

2 Year Institutions

$$\left(\frac{Aa + Bb}{110640} = TS\right) + \left(\frac{Cc + Dd + Ee}{110640} = RS\right) + \left(\frac{TS + RS}{10} = \frac{Adm}{(Min\ of\ 1)}\right) = Staff$$

Summary: TS + RS + Adm = Total Staff

4/5 Year Institutions

$$\left(\frac{Aa + Bb}{110640} = TS\right) + \left(\frac{Cc + Dd + Ee}{110640} = RS\right) + \left(\frac{TS + RS}{10} = \frac{Adm}{(Min\ of\ 2)}\right) = Staff$$

Summary: TS + RS + Adm = Total Staff

6/7 Year Institutions

$$\left(\frac{Aa + Bb}{110640} = TS\right) + \left(\frac{Cc + Dd + Ee}{110640} = RS\right) + \left(\frac{TS + RS}{10} = \frac{Adm}{(Min\ of\ 3)}\right) = Staff$$

Summary: TS + RS + Adm = Total Staff

TS = Technical Services Staff
RS = Reader's Services Staff

Adm = Administrative Staff
Minimum of 1 for 2 Year Institutions
Minimum of 1 for each separate facility
Minimum of 2 for 4 Year Institutions, each facility
Minimum of 3 for 6 Year Institutions, each facility

A - Holdings as defined in appendix M of the Virginia Budget Manual projected for applicable year
B = Expected Acquisitions as defined in Appendix M
C = Projected FTE students and faculty, fall of applicable year
D = Projected student headcount
E = Projected faculty headcount

Weighted Standard Times In Minutes

2 Year Colleges	4/5, 6/7 Year Institutions
a = 3.627	a = 2.437
b = 120.348	b = 142.258
c = 157.295	c = 165.167
d = 60.647	d = 207.517
e = 96.25	e = 174.174

LIBRARY STAFFING FOR VIRGINIA COLLEGES AND UNIVERSITIES BY SUNY FORMULA

College	A	B	C	D	E	10% Adm Min of 2	Staff
	(74859 x a) +	(4758 x b) +	(810 x c) +	(1096 x d) +	(50 x e)	+ 2 =	
CV	47904	6058	2053	2988	92	2	20
CN	118487	17316	6054	8022	276	4.9	54
GMU	148197	5630	2304	2322	148	2	21
LC	217399	13213	7375	7844	335	4.8	52
MD	235642	7602	2128	2126	126	2.2	25
MW	188999	16362	6143	6783	377	4.76	52
NS	289976	26476	10593	13231	514	8.1	90
ODU	135428	5449	4806	4961	238	2.6	30
RD	1925965	101532	14980	15179	754	22.4	247
UVA	384339	34019	14403	17982	824	10.8	120
VCU	- -	- -	1303	1244	94	-	-
VMI	877533	69325	19173	20510	916	17.6	195
VPI & SU	168553	7217	4116	4559	226	2.8	31
VS	706318	28064	6076	6200	325	7.2	80
W & M	41413	2936	780	1177	33	2	11
RB							
Totals	5561012	345957	103097	116224	5328	96.16	1041

SUNY Formula: $\frac{Aa + Bb}{110640} = TS + \frac{Cc + Dd + Ee}{110640} = RS + \frac{TS + RS}{10} = \frac{Adm}{(Min\ of\ 2)} = Total\ Staff$

Or, Simplified: $\frac{Aa + Bb + Cc + Dd + Ee +}{110640} \frac{Adm}{(Min\ of\ 2)} = Total\ Staff$

Or, (TS = Technical Services) + (RS = Reader's Service) + (Adm = Administration) = Total Staff

A = Holdings as defined in Appendix M of the State Budget Manual
B = Expected Acquisitions, same definition as holdings
C = Projected FTE students + FTE Faculty
D = Student Headcount
E = Faculty Headcount

Weighted Standard Minutes: a = 2.437; b = 142.258; c = 165.167; d = 207.517; e = 174.174

110640 = Base minutes in annual working year

LIBRARY STAFFING FOR VIRGINIA COMMUNITY COLLEGES BY SUNY FORMULA

College	A	B	C	D	E	10% Adm Min of 1	Staff
	(28591 x a) +	(1154 x b) +	(1248 x c) +	(1967 x d) +	(42 x e) +	1 =	
BRCC							6
CVCC	30739	2909	2073	3444	68	1	10
DCC	30870	4033	1721	2317	67	1	10
DLCC	29886	1510	698	1067	30	1	5
ESCC	16805	650	329	579	13	1	3
GCC	15272	1980	646	1000	31	1	5
JSRCC	13408	4039	4556	7470	115	2	17
JTCC	24149	2482	1855	3052	78	1	9
LFCC	21385	3292	820	1396	28	1	7
MECC	12961	2779	662	1293	23	1	6
NRCC	16916	1468	1020	2262	48	1	7
NVCC	121221	25939	15171	27198	438	7	76
PDCCC	13015	4518	725	1243	30	1	8
PHCC	23506	1128	709	1069	27	1	5
PVCC	9447	4271	1157	2016	32	1	9
RCC	20448	4854	774	1343	32	1	9
SSVCC	20850	3209	952	1702	41	1	7
SWVCC	22554	3117	1312	2177	46	1	8
TCC	89731	12566	6385	10977	217	3	35
TNCC	33258	5876	3334	4959	118	2	17
VHCC	18869	2161	1053	1333	45	1	6
VWCC	41690	4838	3528	5446	115	1	16
WCC	26824	1834	797	1500	51	1	6
Totals	682395	780083	50052	83366	1667	33	287

SUNY Formula: $\left(\frac{Aa + Bb}{110640} = TS\right) + \left(\frac{Cc + Dd + Ee}{110640} = RS\right) + \left(\frac{TS + RS}{10} = \frac{Adm}{(Min\ of\ 1)}\right) = \text{Total Staff}$

Or, Simplified: $\frac{Aa + Bb + Cc + Dd + Ee}{110640} + \frac{Adm}{(Min\ of\ 1)} = \text{Total Staff}$

Or, (TS = Technical Services) + (RS = Reader's Services) + (Adm = Administration) = Total Staff

A = Holdings as defined in "Appendix M" of the Virginia Budget Manual
B = Expected Acquisitions, same definition as holdings
C = Projected FTE students + FTE Faculty
D = Student Headcount
E = Faculty Headcount

Weighted Standard Minutes: a = 3.627; b = 120.348; c = 157.295; d = 60.647; e = 96.25

110640 = Base minutes in annual working year

Library and Learning Resource Center Staffing Characteristics of
Virginia Public Institutions of Higher Education

4 Year Colleges	A	B	C	D	E	F	G	H	I	J
Christopher Newport	1	No	20	8.4	13181	No	No	No	No	No
Clinch Valley	3	Yes	22	3-5	12480	Yes	*Yes	No	No	Yes
George Mason	0	No	1 Mo.	4.75	11727	No	No	No	No	No
Longwood	2	No	12-18	3	11200	No	No	No	Yes	No
Madison	1	Yes	20	5.5	12985	Yes	Yes	Yes	Yes	No
Mary Washington	0	No	12-18			No	Yes	No	No	No
Norfolk State	0	No	12-18	7.5	12802	2	*Yes	Yes	No	No
Old Dominion	No Report									
Radford	6	No	12-18	6.4	12649	No	No	Yes	Yes	Yes
University of Virginia	2	No	22.5	4.9	12396	Some	Some	No	No	No
Virginia Commonwealth	3	No	24	3	13531	No	No	Yes	Yes	No
Virginia State	0	No	12-18	6.5	12000	Yes	No	Yes	Yes	Yes
Virginia Military Institute	No Report									
VPI & State University	0	No	24	5	13712	Yes	*Yes	Yes	Yes	No
William & Mary	0	No	20	6.75	12672	No	No	No	No	No
Community Colleges										
Blue Ridge CC	No Report									
Central Virginia CC	0	No	12-18	13			Yes	No	No	Yes
Danville CC	0	No	12	4.7	13200		*Yes	No	Yes	No
Dabney Lancaster CC	0	No	12-15	8	12970		*Yes	Yes	No	No
Germanna CC	0	No	12	14	15000		Yes	Yes	Yes	Yes
J. Sargeant Reynolds CC	1	Yes	12-15	6	14769		Yes	Yes	Yes	No
John Tyler CC	1	No	12	10	16200		*Yes	Yes	No	Yes
Lord Fairfax CC	2	No	12	6	15000		Yes	Yes	Yes	Yes
Mountain Empire CC	0	No	18	3.3	10900		*Yes	Yes	No	No
New River CC	1	No	12	4	15000		*Yes	Yes	No	No
Northern Virginia CC	No Report									
Patrick Henry CC	0	No	12-15	4.5	12600		Yes	Yes	No	No
Piedmont Virginia CC	1	No	12	9	12500		Yes	Yes	Yes	Yes
Rappahanock CC (Warsaw)	1	No	12-15	6.5	13500		Yes	No	Yes	No
Rappahanock CC (South)	2	No	12	3.2	12500		Yes	No	Yes	Yes
Southside Virginia(Chris.)	1	No	12	4.5	15000		*Yes	No	No	No
Southside Virginia (J. Dan)	1	No	12	5			Yes	No	No	No
Southwest Virginia CC	No Report									
Tidewater CC (Frederick)	1	No	12	10	14527		*Yes	Yes	Yes	No
Tidewater CC (Va. Beach)	2	No	12	1.3	13614		Yes	Yes	Yes	No
Thomas Nelson CC	0	No	12	3.5	14600		Yes	Yes	Yes	No
Virginia Western CC	1	No	12	4.12	14289		Yes	Yes	No	Yes
Wytheville CC	4	Yes	12	5	11000		*Yes	Yes	Yes	No

Matrix Column Codes

A: Number of professional staff members teaching at least one course a year
B: Are librarians required to teach?
C: Days annual vacation, minimum
D: Average years of institutional service by professional staff
E: Average professional salary excluding Director
F: Tenure of professionals
G: Faculty Status (*denotes that paid educational leave was reported)
H: Integrated learning resource structure and program
I: Consultation in instructional technology available
J: Language laboratory?

Professionals include librarians and audiovisual and instructional technologists. They have faculty rank at all institutions except at Radford College, but do not have full faculty status or eligibility for tenure except as noted in column F. Tenure has been abolished for all faculty, including learning resource and library professionals, in the community college system. As state employees, professional staff at most institutions and at all community colleges have 11 holidays annually (except Christopher Newport, 10; and Virginia Polytechnic Institute and State University, 5), and from 12 to 18 days vacation depending on the number of years of service (for exceptions see column C). Sick leave accrues at the rate of 15 days per year. Professionals at all institutions serve on 12 month annual contracts, for a total of 238 working days per year (except at George Mason, and William and Mary, with 230 working days annually).

7/15/76

RADFORD COLLEGE LIBRARY

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VIRGINIA PUBLIC INSTITUTIONS OF HIGHER EDUCATION

Four-Year Colleges and Universities

1. Christopher Newport College of the College of William and Mary, Newport News
2. Clinch Valley College of the University of Virginia, Wise
3. George Mason University, Fairfax
4. Longwood College, Farmville
5. Madison College, Harrisonburg
6. Mary Washington College, Fredericksburg
7. Norfolk State College, Norfolk
8. Old Dominion University, Norfolk
9. Radford College, Radford
10. University of Virginia, Charlottesville
11. Virginia Commonwealth University, Richmond
12. Virginia Military Institute, Lexington
13. Virginia Polytechnic Institute and State University, Blacksburg
14. Virginia State College, Petersburg
15. The College of William and Mary, Williamsburg

Community and Two-Year Branch Colleges

16. Blue Ridge Community College, Weyers Cave
17. Central Virginia Community College, Lynchburg
18. Dabney S. Lancaster Community College, Clifton Forge
19. Danville Community College, Danville
20. Eastern Shore Community College, Wallops Island
21. Germanna Community College, Fredericksburg
22. J. Sargeant Reynolds Community College, Richmond
23. John Tyler Community College, Chester
24. Lord Fairfax Community College, Middletown
25. Mountain Empire Community College, Big Stone Gap
26. New River Community College, Dublin
27. Northern Virginia Community College
28. Patrick Henry Community College, Martinsville
29. Paul D. Camp Community College, Franklin
30. Piedmont Virginia Community College, Charlottesville
31. Rappahannock Community College
    (a) Warsaw (b) Glenns
32. Southside Virginia Community College, Richlands
    (a) Christanna Campus - Alberta (b) John H. Daniel Campus - Keysville
33. Southwest Virginia Community College, Hampton
34. Thomas Nelson Community College, Hampton
35. Tidewater Community College
    (a) Frederick Campus - Portsmouth (b) Virginia Beach Campus - Camp Pendleton
36. Virginia Highlands Community College, Abingdon
37. Virginia Western Community College, Roanoke
38. Wytheville Community College, Wytheville
39. Richard Bland College of the College of William and Mary, Petersburg

RADFORD COLLEGE
RADFORD, VIRGINIA 24141
OFFICE OF THE LIBRARY DIRECTOR
TELEPHONE (703) 731-5472

April 16, 1976

Dear Colleague:

As you are no doubt aware, the present formula used to budget for the staffing of state-supported academic libraries in Virginia has presented serious problems. I have been appointed by the State Library Advisory Committee to chair an ad hoc subcommittee for the purpose of examining the area of personnel staffing efforts nationally, and recommending a new staffing formula for the libraries and learning resource programs in Virginia public institutions of higher education. Other formulas developed elsewhere have also created problems for their users, including ACRL Standards for College Libraries, and formulas used in the states of California, Florida, Washington, Nebraska, Colorado, the City and State systems of New York (CUNY, AND SUNY), and the previous "300" formula for Virginia.

The purpose of the accompanying survey is to:

1. Develop a profile of present individual library staffing.
2. Determine how individual libraries would have been staffed using selected state and association formulas.
3. Provide a conduit for Directors to express their "ideal" staffing needs.
4. Assemble relevant data variables for possible inputs into a Virginia academic library/learning resource program staffing formula.
5. Gather generalized personnel and service information that would be of common interest to state library and learning resource program Directors in their administrative planning.

This instrument is being sent to all private and public, two-year, four-year, and six-year colleges and universities in the state of Virginia. Although specifically designed for public, tax supported institutions, returns are invited from the private institutions to the extent that the questionnaire is applicable. Private institutional data will not be included in the formula analysis, but will be reported back to all respondents in a separate section for informational purposes.

The data will be analyzed, and the results will be sent to every addressee who returns the survey instrument to the committee. Please feel free to add any additional information or contributive comments that you feel would be helpful to us in our labors. This is an opportunity for each of us to provide inputs into the possible solution of a problem of concern to all, and also for each of us as Directors to find out what is happening elsewhere in the state. If this effort is successful it may be repeated annually for our mutual benefit. If you have any questions, suggestions or comments please call me at (703) 731-5471 (SCATS 365-5471). Thank you all for your cooperation.

Ed Huber

C. Edward Huber
Director, Radford College Library
Chairman

VIRGINIA STATE LIBRARY ADVISORY COMMITTEE
Ad Hoc Committee on Staffing
Academic Library Questionnaire
April 15, 1976

Name of institution_____

1. Name and title of person responding_____

2. Library/learning resource program staffing profile:

Ignoring all formulas, budgeting constraints, present staffing realities, and staffing ratios, and keeping in mind your personal and institutional needs and long term objectives, use column three to construct the "ideal" staffing profile for your Library/LRC. Private institutions may use the "other" category if classified designations are inappropriate. Explanatory comments are invited on the last page of this package.

	Present 1975/76	Requested 1976/77	"Ideal" Staffing
Professionals			
Certified librarians	_____	_____	_____
Instructional/AV services	_____	_____	_____
Others	_____	_____	_____
Paraprofessionals			
Library Assistant B	_____	_____	_____
Library Assistant A	_____	_____	_____
AV Technicians/Assistants	_____	_____	_____
Others	_____	_____	_____
Clerical			
Clerk typist/steno D	_____	_____	_____
Clerk typist/steno C	_____	_____	_____
Clerk typist/steno B	_____	_____	_____
Clerk typist/steno A	_____	_____	_____
Others	_____	_____	_____
Totals:	_____	_____	_____

3. Professionals with a second master's degree_____

4. Professionals with the PhD or equivalent _____

5. How many professionals are teaching the equivalent of one three hour course a year? _____. Two courses? _____. Three courses? _____. Four or more? ___

6. Is teaching required? _____ Voluntary? _____

7. Annual contract period: 9 months___ 10 months___ Other _____
11 months___ 12 months___

8. How many days of leave do professionals receive per year?
Days annual vacation ____ Days sick leave ____ Holidays ____

9. Annual contractual working days for professionals _____

(OVER)

10. Professional's average years of service? _____

11. Lower limit of professional starting salary _____ Upper limit _____

12. Average salary of total professional staff excluding the Director _____

13. Do professionals have faculty rank? ____ Tenure? ____ Paid educational leave? ____ Full faculty status? _____

14. Is there an organizationally integrated Learning Resources Program, under one administrator, on your campus? _____

15. Which of the following activities are organizational elements under the learning resources administrator?

Audiovisual services _____	Learning laboratory _____
Photo studio/lab _____	Library _____
Instructional technology consultation ____	Radio station _____
Television cable/studio _____	Book store _____
Language laboratory _____	Other _____

16. The Library Director is responsible directly to the President _____
Academic Vice President _____ Dean of Instruction _____
Dean of Instruction _____ Other _____

17. Weekly hours the Library/LRC is open _____

VARIABLES FOR COMPUTING STAFFING FORMULAS

Please insert the appropriate institutional data, as of fall, 1975, in the blanks beside the following variables and their computational symbols. HEGIS reports for 1974/75, and the State Library Certification Report may be used, where applicable. Student and faculty are FTE. The formulas will be computed by the Staffing Committee from these variables, but the formulas are also appended for those interested in computing the staff size that each formula would have yielded for their Library/LRC. You will find that the results will differ wildly!

_____ U2 = 1st and 2nd year undergraduate students
_____ U4 = 3rd and 4th year undergraduate students
_____ G5 = 500 level graduate students
_____ G7 = 600/700 level graduate students
_____ S = Total FTE students
_____ F = FTE teaching
_____ PS = Professional Library/LRC staff
_____ TS = Total Library/LRC staff
_____ VC = Volumes in collection (HEGIS, 1974/75)
_____ VA = Volumes added annually (HEGIS, 1974/75)
_____ VW = Volumes or units withdrawn annually (1974/75)
_____ C = Circulation (HEGIS, 1974/75)
_____ OU = Registered outside users and special clients

Virginia "300" formula (1974/76): $\frac{U2 + U4}{300} + \frac{G}{100} =$ _____PS + (2 xPS) = _____TS

Virginia (CUNY) formula (1976/78):

2 year institutions: $3 + \frac{S}{500} + \frac{F}{50} =$ _____TS

4/5 year institutions: $9 + \frac{S}{400} + \frac{F}{40} =$ _____TS

6/7 year institutions: $9 + \frac{U}{400} + \frac{G}{100} + \frac{F}{35} =$ _____TS

TS should not be over 40% professional

ACRL formula (Standards for College Libraries):

(SA): For each 500, or fraction, of FTE students up to 10,000: 1 professional
(SB): For each 1,000, or fraction, FTE students above 10,000 : "
(VC): For each 100,000 vols, or fraction, in the collection : "
(VA): For each 5,000 vols or fraction, added per year : "

$\frac{SA}{500} + \frac{SB}{1000} + \frac{VC}{100,000} + \frac{VA}{5000} =$ _____PS + (2 x PS) = _____ TS

Colorado formula: $\frac{U2}{750} + \frac{U4}{375} + \frac{G}{187.5} + \frac{F}{150} =$ _____ PS + (2xPS) = _____TS

Washington formula:

1. Public Services Staffing:

$$\frac{U2 + (1.8 \times U4) + (4.3 \times G5) + (6 \times G7) + \text{Outside Users}}{220} = \text{_____}$$

2. Technical Services Staffing:

$\frac{VA \times (VC + VA + VW)}{1,000,000}$ = Weighted Units to Be Processed (WUP) _____

(1 to 14,999 WUP: Multiply by .01514 and add 67)
(15,000 to 41,999 WUP: Multiply by .00664 and add 194) = Factor
(42,000 to 300,000 WUP: Multiply by .00360 and add 322)

$\frac{WUP}{Factor}$ = Technical Services Staffing _____

Total Staff: _____

California formula (Not now in use - being revised):

1. Basic Allowance: New, unopened college 3
   FTE faculty + students up to 1601: 5
   1601-6250: 7
   6251-10,800: 8
   10,801-15,000: 9
   over 15,000: 10 = _____

2. Public Service Positions: $\frac{a}{40} + e + \frac{F + S}{750} + \frac{G + OU}{500}$ = _____

   a = Professional + non-professional + student assistant weekly hours projected for circulation activities.
   e = One position for the projected increase or decrease of each 12,000 volumes charged or 70,000 volumes reshelved of non-charged materials.
   OU = Outside users and special clients

3. Technical Services Positions: $\frac{VA}{950}$ = = _____

4. Administrative Positions:

   Total employees up to 15: 2 71-110: 7
   16-25: 3 111-160: 8
   26-35: 4 161-220: 9
   36-50: 5 over 220: 10
   51-70: 6 = _____

   Total staff is the sum of 1 through 4 above: _____

State University of New York (SUNY) Formula

All public Institutions: $\left(\frac{Aa + Bb}{96,000} = TS\right) + \left(\frac{Cc + Dd + Ee}{96,000} = RS\right) + \left(\frac{TS + RS}{10} = Adm\right) = Staff$

Where: TS = Technical Services Staff
RS = Readers Services Staff
Adm = Administration Staff

A = Holdings
B = Acquisitions
C = FTE Faculty + FTE Students
D = Headcount Students
E = Headcount Faculty

Weighted Standard Times in Minutes

2 Year Colleges	4/5, 6/7 Year Institutions
a = 3.627	a = 2.437
b = 120.348	b = 142.258
c = 157.295	c = 165.167
d = 60.647	d = 207.517
e = 96.25	e = 174 174

RADFORD COLLEGE LIBRARY

Some Suggested Factors and Variables for a Staffing Formula
for
Virginia Academic Libraries

1. Book/material collection size
2. FTE/Headcount - Students/Faculty
3. Library faculty/classified ratio
4. Number of books/materials acquired and processed annually
5. Number of undergraduate/graduate programs, or majors
6. Annual number of working days/hours for library faculty
7. Number of individual service contact points
8. Weekly/annual contact service hours
9. Weekly clock hours open
10. Percentage of acquisitions through networks: SOLINET, OCLC
11. Expanding/steady state/declining enrollments - projections
12. 2-year/4-year/6-year/Single/Multi-campus institution differentials
13. Proximity to other strong collections or library complexes
14. Special responsibilities: Learning Resource/Instructional Services/ Audiovisual. Learning/language lab? Photo/Graphics? AV Equipment?
15. Other Standards: ACRL, Washington, Colorado, CUNY, California, old and new Virginia Standards, Florida, Nebraska
16. Special programs/collections (orientation, archives, training, in-house collection development, changes in classification systems). Temporary or on-going? Grants?
17. Special Research goals
18. Program Budgeting and Management by Objectives factors
19. Centralized/decentralized management - satellite collections/services
20. Library and Institutional objectives
21. Local staff competencies/interests/training
22. Consortium membership

Additional Suggestions?